Acceptance Criteria	A list of guidelines to validate the results of the project in the eyes of the management body.
Activity Analysis	The analysis and measurement (in terms of time, cost, and throughput) of distinct units of work that make up a process.
Activity-Based Costing	A set of accounting methods used to identify and describe costs and required resources for activities within processes.
Activity-Based Management (ABM)	An approach to managing an organization, by focusing on the planning, improvement, and control of the organizations activities to meet customer and external needs.
Agency	Any executive department, military department, government corporation, government controlled corporation, or other establishment in the executive branch of the Federal government, or any independent regulatory agency (FEDSIM, 1993).
Agency Strategic Planning	The process that sets the basic direction for the agency as a whole and develops a vision for the optimum environment in the future (FEDSIM, 1993).
Alignment	the degree of agreement, conformance and consistency among organizational purpose, vision and values; structures, systems, and processes; and individual skills and behaviors.
Application	Systems, or programs that provide functionality using a computer.
Applications Architecture	A set of automated capabilities needed to support the business activities and manage data
"As Is" Process	A description of the current flow of a process, including sub-processes and activities, showing how products and services are created
Attributes	A descriptor, values of which are generally associated with individual entities of a specific type.
Baselining	Obtaining data on the current process that provide the metrics against which to compare improvements and to use in benchmarking
Benchmark	A measurement or standard that serves as a point of reference by which process performance is measured
Benchmarking	(A) a structured approach for identifying the best practices from industry and government, and comparing and adapting them to the organization's operations. Such an approach is aimed at identifying more efficient and effective processes for achieving intended results, and suggesting ambitious goals for program output, product/service quality, and process improvement.. (B) performance comparison of organizational business processes against an internal or external standard of recognized leaders. Most often the comparison is made against a similar process in another organization considered "world class."
Business Applications Model:	Shows which functions of the organization can be supported by information technology applications and provides a high-level description of automation opportunities and logical dependencies between applications.
Business Entity (or Business Data Object)	Specific kinds of high-level subjects about which the organization keeps records, has an active interest; e.g., of persons, places, things, events, or concepts. External entities are things with which the organization must interact. Internal entities are frequently resources. Relationships between business entities are usually modeled in a matrix, rather than on an Entity Relationship Diagram.

Business Function	Group of business activities which together completely support one aspect of furthering the mission of the organization describing what is done within the organization independently from the organization structure.
Business Group	An organization or specific unit within an organization, office, or department
Business Model	(A) A hierarchical definition of all the business activities without regard to procedure or the organizations that perform them. (B) An understanding of the business, from a business perspective as opposed to information systems perspective. Identifies objectives, Critical Success Factors, data entities, relationships between entities, business processes, measurement criteria and control factors.
Business Process Re-Engineering (BPR) or Business Process Redesign	A critical assessment of the underlying reasons why certain processes exist in their current form, focusing on the processes that could provide major benefits to the organization through substantial changes in the way things are currently done. More limited in scope than Business Reengineering, but at sufficiently high level to create major changes in the organization and the way it accomplishes its mission. (Kubeck, 1995)
Business Process	Defined business activity, executions of which may be identified in terms of the input and/or output of entities of specific types or of data about entities of specific types—a process can be executed; a function cannot.
Business Reengineering (or Enterprise Reengineering)	"The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed." (Champy and Hammer, 1993).
Chicago Enterprise	Concept of "One Chicago" being a whole, rather then the parts (organizations) themselves being independent
Clean Sheet	A concept popularized by reengineering experts which contends reengineering should totally abandon a current process and start from scratch in building and deploying a new process
Commercial Off The Shelf	COTS is commercial off the shelf software such as Microsoft Word, or Adobe Photoshop
Control Policies and Procedures	Activities such as strategic planning, budgeting, production planning, marketing planning, product planning, financial forecasting, configuration management (or change control).
Core or Key Process	A customer-facing, management, or support process considered vital to the organization's success and survival
Critical Success Factor	Identification of a performance measure which must be achieved if the organization is to succeed in its environment. May relate to objectives, mission, program, activity or project.
"CRUD" Matrix	Also referred to as an affinity matrix, the "CRUD" matrix is used to show which of the level of understandings (LOUs) identified under the Work Organization Model either create, read, update, or delete (CRUD) data within a given data group. This matrix is used in discussions of sequencing of automation and is also useful in decisions regarding the physical location of application systems and the data itself.
Customer	Groups or individuals who have a business relationship with the organization -- those who receive and use or are directly affected by the products and services of the organization. Customers include direct recipients of products and services, internal customers who produce services and products for final

	recipients, and other organizations and entities which interact with an organization to produce products and services.
Cycle Time	The time that elapses from the beginning to the end of a process or sub process and inputs are converted into outputs.
Data Architecture	A model of all data needed to support the business activities (i.e. types of data, definitions, and relationships
Data Flow Diagram	Shows which data flows between two business systems, a data store or an organizational unit or level either internal or external to the organization.
Data Store	Place where data is stored, whether it is in electronic media or hardcopy paper files; an example of an electronic media data store is a disk drive unit
De Facto Standard	Standards that are created by the standard acceptance of the "standard" rather then by being managed or adopted by a standards organization
Decomposition	Breaking down a process into sub-processes and activities.
Department-wide or Enterprise Wide	Scope that is larger than one business units interests in a development project. Scope may be less than the full Department, but the techniques are vastly different from those to derive requirements for a single business unit. This implies more emphasis on objectives and processes of the enterprise business unit, rather on the requirements of individual units.
Enterprise	The "whole" organization as defined by the participants.
Enterprise Architecture	A foundation for the entire organization that provides standards, baselines, and commonality as defined in the definitions for Enterprise and Architecture
Entity	Fundamental thing of relevance to the organization about which data could be kept. One occurrence of an entity type.
Entity Relationship Diagram (ERD)	Visual depiction of business entities and their interrelationships. An ERD is usually created using a CASE tool, but can also be drawn manually without using automated software.
Entity subtype	Collection of entities of the same type to which a narrower definition and additional common attributes apply.
Entity type	Collection of all the entities to which a certain definition and common attributes apply.
Function	A role, responsibility, and/or service that an organization accomplishes to support its objectives, goals, and mission (FEDSIM, 1993).
Functional Management Process (or Functional Process Improvement)	". . .Continuous critical evaluation and restructuring of the way [the organization] missions are accomplished and supported . . . [to] eliminate nonessential processes, and to simplify and streamline essential processes." An evolutionary approach toward achieving integrated Departmentwide processes, standard data definitions and standard information systems in support of the [organization mission]. (DOD 8020.1-M)
Generic Application Environments (GAEs)	Describe the types of information technology applications and tools needed to support specific application systems. Primary building block in linking those application systems back to the technology environment.
Generic Technology Environments (GTEs)	Describe the types of services required to support GAE applications, providing a means of defining a technology environment that has a standard set of characteristics and attributes.
Generic Technology Platforms (GTPs)	Describe the delivery components required to run the applications that run on the GAEs, serving primarily as a tool to

	aid in the development of the specific technology architecture.
Goal	A desired or needed result to be achieved by an agency over the long term. It may not be possible for an agency to achieve all of its goals within the planning horizon. Goals support the agency mission. They generally identify how the mission will be carried out, reflect the style of the agency, and project the public image to be created and maintained (FEDSIM, 1993).
Government Performance and Results Act (GPRA)	legislation enacted by Congress in 1993 that seeks to focus federal government attention on program outcomes. The GPRA requires agencies to develop strategic plans prior to FY 1998, agree upon desired annual performance goals beginning in FY 1999, and to report annually on actual performance compared to goals starting in FY 2000.
IM Implementation Teams	A group of people created to generate a specific product and bring it into reality.
IM Operational Plan	Short-term actions for accomplishing the strategies set by the IM Information Architecture Planning process. (FEDSIM, 1993).
Industry Standard	A standard that has been formally adopted by an entire industry for common usage
Information Architecture (IA)	Quoting Volume I, Foundations, "a conceptual framework that links the Departmental and Programmatic missions, goals, and objectives, and provides a mapping of the current and future DOE business information required to support them." Provides a framework for the evolution of DOE's technical infrastructure.
Information Architecture Plan	A long-range (5 to 10 years) plan for the evolution of an organization's information resources, aligned with and supportive of the strategic business plan of the organization.
Information Engineering	An approach to planning, analyzing, designing, and developing an information system with an enterprise-wide perspective and an emphasis on data and architectures.
Information Management (IM)	The integration of a variety of activities designed to manage information and information resources throughout their life-cycle. Activities include planning, budgeting, organizing, directing, training, promoting, and controlling the information and information resources throughout the process of collecting, processing, transmitting, disseminating, and disposing of information (FEDSIM, 1993).
Information Model	Describes the types of information used by the organization and the relationships among collections of information (subject databases).
Information Needs	Unstructured statement describing a type of information required by an organization unit or level to enable it to meet its objectives (goals) and to support its functions.
Information Resource Catalog (IRC)	(Current Systems and Technologies) A database containing detailed information on all systems and technology platforms in use within the enterprise
Information Resources	Encompasses the terms "government information" and 'information technology", as defined in OMB Circular A-130 (FEDSIM, 1993). The data, software, computers, communications networks, and other technology that support the organization.
Information Technology	The relation of technology, or automation, to Information Management
Infrastructure	The basic framework or features of a system or organization
Inhibitors	Factors that could prevent the organization from achieving its

	objectives. (Problems and/or obstacles that ought to be removed)
Input/Output (I/O) Matrix	An Applications-to-Information matrix that identifies which applications require read-only access to data and which applications may both read and update specific data. This sort of mapping is useful in decisions regarding the physical location of the application systems and the information itself.
Input	The financial and non-financial resources the organization obtained or received to produce its outputs.
Integrated Definition for Function Modeling (IDEF)	modeling techniques designed to capture the processes and structure of information in an organization IDEF0 is a process modeling technique; IDEF1X is a rule or data modeling technique.
Interface	A boundary across which two systems communicate
Interoperable	The ability to work together, sharing information, capabilities, or other specific goals while being different at some technological level
Location Architecture	A model of the business processes at various physical locations, with respect to both applications and data. An important model to support planning for distributed data processing.
Logical Operating Unit (LOU)	Unit of work which is a logical and measurable representation of the business functions which are required to deliver products and services. Each LOU is distinct and independent of organizational or departmental structure, the degree of automation, as well as work assignment and location.
Logical Work Location (LWL)	Denotes the "type" of place where work is performed, regardless of how many physical locations may be involved. This concept allows physical locations to be generically characterized in terms of the roles they play in realizing the objectives of the organization.
Long-range	The length of the planning horizon; normally between 5 to 10 years.
Management Information System	A computer system designed to help managers plan and direct business and organizational operations
Mission	General statement of the purpose and nature of the organization. (The reasons to be in business, why the organization exists).
Modeling or Flowcharting	A graphic representation of the activities and sub-processes within a process and their inter-relationships.
Objective	A measurable result, not an activity, that management has agreed upon to accomplish within a specific timeframe (FEDSIM, 1993). Strategic objectives generally have time frames of from 5 to 10 years.
Operating Plan	A detailed one-year IM plan to implement the Information Architecture Plan based on the approved budget
Outcome	The ultimate, long-term, resulting effects -- both expected and unexpected -- of the customer's use or application of the organization's outputs.
Performance Gap	The gap between what customers and stakeholders expect and what each process and related sub-processes produces in terms of quality, quantity, time, and cost of services and products
Performance measures (or performance indicator)	Shows the progress of an action against the plan. Indicates to what extent the goal has been reached.
Personal Digital Assistant	Commonly known as PDA, is a lightweight, hand-held, usually pen-based computer used as a personal organizer

Plans	Schedule of actions to be taken to implement the strategies and to deal with the critical success factors.
Principles	The rules by which information management decisions will be made
Process Owner	An individual held accountable and responsible for the workings and improvement of one of the organization's defined processes and its related sub-processes.
Relationship	Reason of relevance to the organization as to why entities from one or two entity types may be associated. Can have one of three cardinalities, one-to-one, many-to-many, and one-to-many.
Scope	The agreed upon area of impact for a specific effort, used to define enterprise, or organizational boundaries
Senior Management	Those individuals who are employed at the Division Director level and above (FEDSIM, 1993).
Services	The providing and receiving of assistance for any aspect of information systems and networks (FEDSIM, 1993).
Stakeholder	An individual or group with an interest in the success of an organization in delivering intended results and maintaining the viability of the organization's products and services. Stakeholders influence programs, products, and services. Examples include Congressional Members and staff of relevant appropriations, authorizing, and oversight committees; representatives of central management and oversight entities such as OMB and GAO; and representatives of key interest groups, including those groups that represent the organization's customers and interested members of the public.
Standards-Based Architecture (SBA)	A framework that defines preferred criteria for specific components: government standards, or accepted industry standards for information systems technology and other components of the business such as position descriptions for personnel.
Strategic Management Team	A team composed of technical staff, representatives from middle management, senior managers, and program managers with the designated responsibility to do strategic planning for an agency (FEDSIM, 1993).
Strategic	Implies that the focus is on improving and sustaining the performance of the organic, and describes what management sees for the distant future. Analysis is on organization performance objectives, critical success factors, problems, opportunities and threats, with information systems seen as an enabling mechanism, not the primary focus.
Strategies	Broadly defined initiatives that which will provide the foundation to allow the agency to achieve its mission (FEDSIM, 1993). The strategies are the directions in which the organization will go to achieve its objectives.
Subject area	Area of interest to the organization centered on a major resource or product or activity. May be represented in a subject area model to depict the possible associations between them. When there are different reasons for a relationship, there can be more than one association between two subject areas.
Subject Matter Expert	Persons that posses great amounts of knowledge or expertise in specific areas, such as business unit representatives
Success Factors	Ideas or goals that, when accomplished, will provide a degree of accomplishment, or a level of completeness
System	A method or means of doing something, sometimes related to

	automation
Technology	Ideas, concepts, or physical things related to automation and advanced conceptual or physical structure
Technology Architecture	The technology infrastructure needed to support the business activities, data needs, and applications
Technology Infrastructure Model	Describes the enabling infrastructure, the delivery platforms for applications and information, and is comprised of three commonly identified building block constructs: Generic Application Environments (GAEs), Generic Technology Environments (GTEs), and Generic Technology Platforms (GTPs).
Technology Insertion	A management initiative to improve the efficiency and effectiveness of a single process, within a single organizational unit or level, by applying information technology. Applies little effort in attempting to analyze underlying problems and issues, but relies on automation to improve the process.
Telecommunication	Voice, data, message, and video transmissions, including the terminal, transmission and switching facilities of Government and public telecommunications systems, as well as operating and network software (FEDSIM, 1993).
"To Be" Process	A description of the desired flow of a process, including sub-processes and activities, showing how products and services could be created under a new vision
Top-Down	A unified structural approach which relates lower-level components in a larger framework. The higher-level components and their interrelationships are identified before delving into the more detailed requirements. Does not imply centralized management or direction. This type of planning works best with wide-based ground-roots participation of the user and management community.
Usability of Systems	How easy a system is to use, how easy it is to modify/enhance (maintain), and how easy it is to operate and support (in the case of computerized systems).
Usefulness of System	How well the system meets current business requirements, how reliable it is in operation, and how responsive and timely it is.
User Class	Categorization of workers based upon specific types of information technology used within the business environment.
Value-Added	Those activities or steps which add to or change a product or service as it goes through a process; these are the activities or steps that customers view as important and necessary
Vision	A description of the optimum environment which the agency or organizational unit or level is striving to achieve (FEDSIM, 1993).
Work Organization Model	Describes the major operations performed by work groups in support of the organization's activities and the locations where this work is carried out. Comprised of a network of Logical Operating Units (LOU's), defining the manner in which work should be divided within the organization and therefore does not necessarily constitute a representation of current work processes.
Workflow	The network of activity to accomplish something. Also, a graphical representation of the flow of work in a process and its related subprocesses, including specific activities, information dependencies, and the sequence of decisions and activities.
Work-Flow Analysis	An analysis limited to a single process or a task shared between a limited number of organizational units or levels. Work-flow

	analysis attempts either to eliminate unnecessary steps or to streamline the steps within a specific process. (Kubeck, 1995)
World Class ("Leading") Organizations	Organizations that are recognized as best for at least one critical business process and are held as models for other organizations.

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